

25 March 1976

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Morale Within the Agency

1. In response to your question on employee morale raised at the meeting with the DCI's Management Advisory Group (MAG), I have formulated the following ideas on my perception of it in the DD/I.

2. On a scale of 1 to 10, ten being highest morale, I would rate morale among the people I have talked to as about 7. Morale is not as high as it was about five to fifteen years ago, but has rebounded from the dark days of last year.

3. The majority of the people I've talked to are in the Office of Geographic and Cartographic Research, most away from Headquarters Building and aren't affected one way or the other by employee rumors or rumblings at HQ. Most feel that the DD/O is the most vulnerable component in the Agency and that the production offices of DD/I should "come out all right" in the final analysis. This is somewhat tempered with the thought that this will remain true only as long as our analysis and estimates remain free from control by the Office of the President.

4. My feelings on morale are influenced by the notion that even though the fate of the Agency is a large factor in employee morale, his or her feelings are also influenced, in varying degrees, by how the individual is "making out" at the present time. Did he just get a promotion or was he passed over? Did his latest study just get praised or knocked? I think these personal things have a great bearing when we are attempting to gauge overall morale in the Agency.

5. One other important item that arose in that meeting on 12 March between you and MAG was in reference to our opinion on the selection of your Deputy. I have no one specific in mind but have noticed that in the past most of upper management have come out of the DD/O side of the Agency. Might it not be time to try the DD/I side?

STATINTL


Member DCI's MAG